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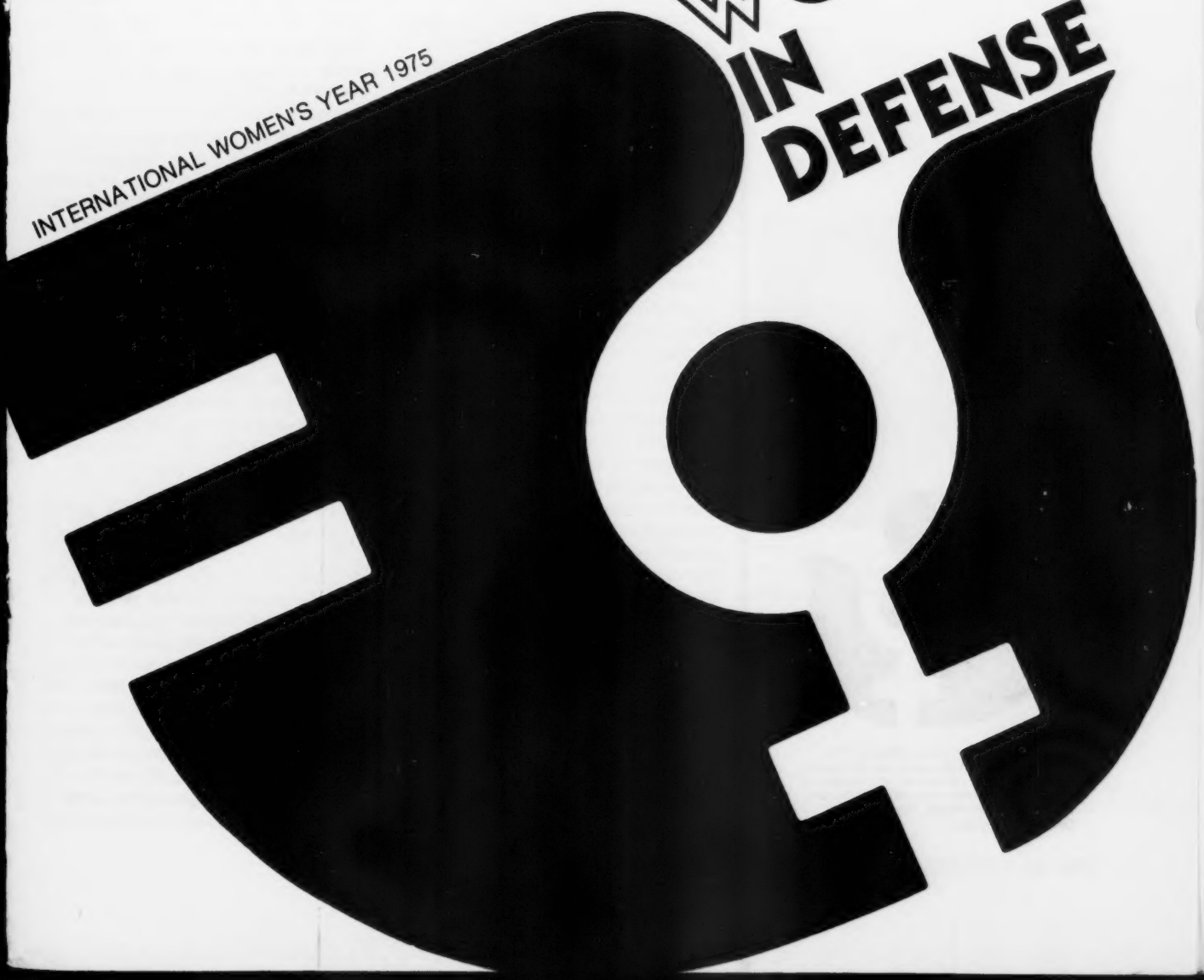
INTERNATIONAL WOMEN'S YEAR 1975

WOMEN IN DEFENSE



About the Cover . . .

The symbol for International Women's Year incorporates the mathematical sign for equality, the biological sign for women, and the dove of peace. The worldwide goals for IWY 1975 are summed up in the theme, "Equality, Development, Peace."

THE Department of Defense equal opportunity policy is aimed at creating a climate of equal opportunity which will allow everyone's expectations to be achieved without regard to race, creed, color, sex or national origin. This policy extends to the Military Services, the civilian workforce and civilian contractors doing business with the Department of Defense. We insist on one single standard of merit, and for equal opportunity and treatment of all personnel in promotion, hiring and training activities throughout the Defense establishment and in industries and corporations which support the Defense effort.

If this sounds like and idealistic but impractical policy, I assure you that it is entirely pragmatic. The Defense Department exists for one purpose only, and that is to protect the national entity. We can't possibly do that job effectively if there is discontent, misgiving or underutilization within any segment of the workforce.

During International Women's Year 1975, DoD is increasing its focus on an important segment of the Department's peoplepower: women. The DoD International Women's Year objectives, endorsed earlier this year by Secretary of Defense James R. Schlesinger, call for action in recognizing the accomplishments of women, and more importantly, for increasing the scope of their participation in the Defense mission.

During the past few years, significant progress has been made in revising policies and practices that impact on employment opportunities for women. DoD and the Services are continuing aggressive affirmative action programs to ensure that both military and civilian women compete equally with the male counterparts for training and promotions, and for command and management positions.

Federal Women's Program

The Federal Women's Program (FWP), a government-wide program aimed at enhancing employment and advancement opportunities for Federally employed women, has had a full-time executive level Federal Women's Program Coordinator (FWPC) in DoD since September 1973. I consider significant changes in DoD operations and environment since that time only the harbinger of more and better things to come.

At the DoD level, in the past 18 months, we have moved to make certain that FWPCs exist throughout the workforce, accessible to all of the 250,000 women who work for DoD. This office is publishing a directory identifying these coordinators to each other to facilitate their shared support, resources, ideas and experience. Also in publication is a how-to manual for all coordinators in the field.

By September 1975, we anticipate being able to promulgate a policy relative to the program, based on feedback from the field coordinators as to what their needs are. Policy regarding equity for women is in all DoD instructions and policy guidance aimed at the management of programs and personnel. This policy will amplify existing Civic Service Commission guidance on several aspects of the Federal Women's Program currently needing better definition: organizational relationships, appointment, training, tenure and resources of the coordinators. Each of these items is a complex problem because of the many diverse organizations, missions, workforces and environments contained in the Defense establishment. DoD provides policy guidance but leadership at the operational level is the key to success.

The Department of the Army, for example, let a contract for a study on the Utilization of Civilian Women, which resulted in the establishment of a 12-person task force to consider implementation of the recommendations made by the contractor. The study deals with management questions such as why women end up specialists while men of the same background and education become generalists with longer potential career ladders. It

gives good indications of the career point at which exposure to opportunities begins to make the difference.

This is the way we encourage things to happen in DoD, moving toward the solution of self-identified problems. In a universe as big as DoD decentralization in the identification and solution of real or perceived problems gives the most meaningful results from the point of view of those waiting for change to occur.

Equal Opportunity Efforts for Military Women

On April 6, 1972, the Assistant Secretary of Defense for Manpower and Reserve Affairs asked each of the Military Departments to take action to eliminate all unnecessary distinctions in regulations applying to women, and, where appropriate, to eliminate any legal inequities.

In response, the Military Departments began a review of policies which impact on the training, assignment, advancement and retention of women. Significant progress has been made. Only 35 per cent of the Military occupational specialities were open to women at the end of FY 1972. Currently, DoD-wide, over 85 per cent are open. The fields which remain closed are categorized as combat or close combat support. In addition, geographical assignment opportunities were greatly expanded for women.

The recruiting objectives for women have been raised each year. Currently 75,000 women are on active duty in the Armed Services, and by 1977 more than 100,000 women will be serving in the four Military Services.

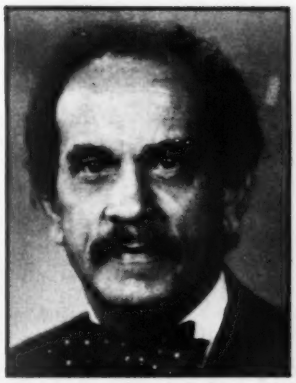
We are entering now a much more difficult period in the combating of discrimination against women. Because most of the superficial and obvious barriers have been removed, there is a tendency to be complacement that the job has been completed. We must now resist any inclination toward satisfaction with the *status quo*.

MOVING TOWARD EQUALITY for WOMEN in DEFENSE

By
H. Minton Francis,
Deputy Assistant Secretary of Defense
for Equal Opportunity

Two of the initiatives this office has taken in seeking out the more hidden forms of discrimination are in the areas of a study to uncover discriminatory practices in conflict with Departmental policy and an examination of the career progression patterns of women officers—along with minority officers—to determine if individual biases are having an effect on advancement and career patterns. Neither of these studies is complete, but both indicate from preliminary findings that further actions will be needed to eradicate more subtle and perhaps more pervasive discriminatory acts.

I feel progress has been made. Progress will continue to be made in eliminating discrimination against military and civilian women. I also feel that we must continue to examine, debate and change if we are to avoid complacency, tokenism and the unnecessary exclusion of women from full participation and full effectiveness in the Department of Defense.



H. Minton Francis, Deputy Assistant Secretary of Defense for Equal Opportunity.

WOMEN in the ARMY

By
Brig. Gen. Mildred C. Bailey
Director, Women's Army Corps

Since that last *Commanders Digest* on the subject of "Women in Defense" was published, a great deal has occurred which further reflects the progress being made in restructuring the role of the Women's Army Corps (WAC) and expanding opportunities to its members in the era of a volunteer Army. While a volunteer Army is by no means new in Army history, an expanded use of womanpower in peacetime is. In the past, it was acceptable for women to serve in periods of national emergency and it was expedient to maintain a small group of Army women as a nucleus around which mobilization could proceed in the event of another national crisis. That era is, however, past.

The increased utilization of women has been an important part of the overall plan to achieve a volunteer force of high quality soldiers. Expanding the Women's Army Corps was based upon a need to exploit the personnel resources represented by women in order to meet numerical goals and to fulfill the Army's commitment to provide equal opportunity for women, consistent with the needs of the national defense.

At the time of last writing for the *Commanders Digest,* I indicated that the WAC expansion plan envisioned a strength of about 24,000 by 1978. As a result of the continued identification of additional spaces in which women can serve and the unprecedented success of the U.S. Army Recruiting Command in enlisting large numbers of women, plans now have been revised. Currently, the expansion plan foresees approximately 50,000 enlisted and 2,200 officer WAC members by the end of fiscal year (FY) 1979.

Indicative of the increased flow of women into the Army, almost 15,500 women enlisted during FY 1974. This high rate of enlistment continued in FY 1975 and we are on target in meeting our year end goal of 17,200 new WAC recruits.

During the past year, the emphasis given to the Senior and Junior Reserve Officer Training Corps (ROTC)

programs has resulted in a notable increase in participation by women. School year 1974-75 saw over 33,000 women enrolled in Junior ROTC and over 6,000 women are presently participating in the Senior ROTC program.

In the summer of 1976, the first women will recieve their commissions as a result of completing four years of Senior ROTC. Subsequent to that time, it is expected that ROTC will become the primary source of new officer accessions for the Women's Army Corps.

Additional highlights of progress being made include:

- On July 1, 1974, WAC officers were permanently detailed to other Army branches, with the exception of Infantry, Armor, Field Artillery, and Air Defense. This change is significant in that the career management of WAC officers in the future will be the same as that of their male counterparts.
- Mandatory defensive weapons training is being included in WAC basic training, effective July 1, 1975. Formerly, firing has been accomplished on a voluntary basis. It is still the Army's policy that women are precluded from assignment to units having a direct combat mission and from training in the combat-arms specialities.
- With the addition of a second WAC basic training battalion at Fort Jackson, South Carolina, a WAC training brigade was established there.
- An officer exchange program was established with Great Britain. Two company grade WAC officers are serving with the Women's Royal Army Corps (WRAC) and WRAC officers with the U.S. WAC. This is an historical first for the Army.
- Resources were made available to the Chief of Military History to update the volume "U.S. Army World War II, Women's Army Corps."
- The Army Uniform Board approved for adoption a black beret as replacement for the garrison hat, a black raincoat with liner as a substitute for the current raincoat and overcoat, and a recently-tested summer dress with jacket for wear on an optional basis. Development and testing of the new summer uniform for issue continues. Testing began in March and April 1975 of a pantsuit and winter Class A uniform of different design and material. Special items for military policewomen are also being developed.
- The United States Army Reserve (USAR) recruited an all-female band (312th USAR Band) in 1974. All members are college students in the Kansas City area, enlisted under the Civilian Acquired Skills Program.
- One hundred-fifty 4-year scholarships were awarded to women participating in Senior ROTC for school year 1975-76. In school year 1974-75, a total of 130 women held scholarships (95 four-year, 22 three-year, and 13 two-year). During this summer, women cadets will attend ROTC summer camp with their male contemporaries.
- For the first time in Army history, subject matter on women in the Army was included as mandatory training in the program of instruction at an official Army school. (Phase II, Department of Defense Race Relations/Equal Opportunity)
- WAC officers are now selected for command positions by the Department of the Army Selection Board under the same criteria as male officers. Three WAC officers have been selected as command colonels. The first lieutenant colonel Command Selection Board convened early in 1975 and six

Brigadier General Mildred C. Bailey, Director, Women's Army Corps (near right) will retire on July 31. Col. Mary E. Clarke will assume the WAC directorship and the rank of brigadier general on August 1.

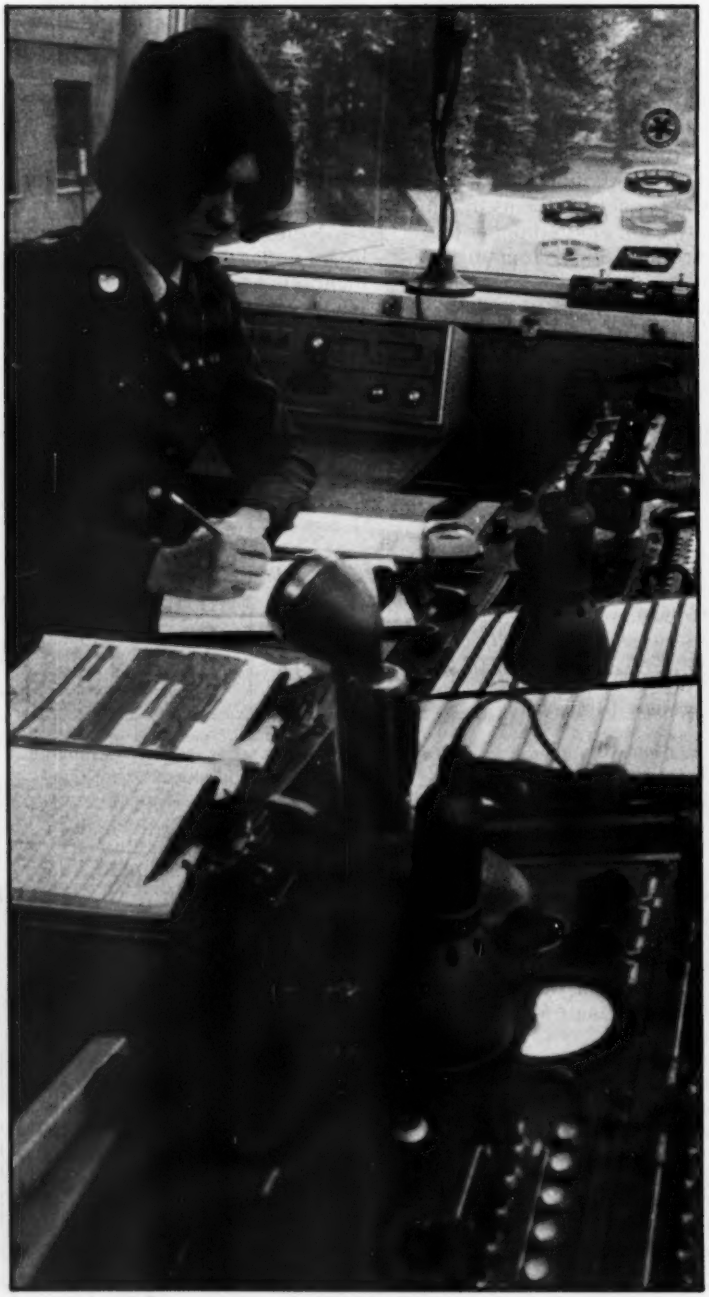
Brigadier General Mildred C. Bailey, Director of the Women's Army Corps (WAC) since August 1971, will complete 33 years of Military Service when she retires at the end of July. On August 1, Col. Mary E. Clarke will succeed General Bailey as Director, WAC, and will assume the rank of brigadier general. At present, Colonel Clarke is Chief, WAC Advisory Board at the Army Military Personnel Center in Arlington, Virginia.

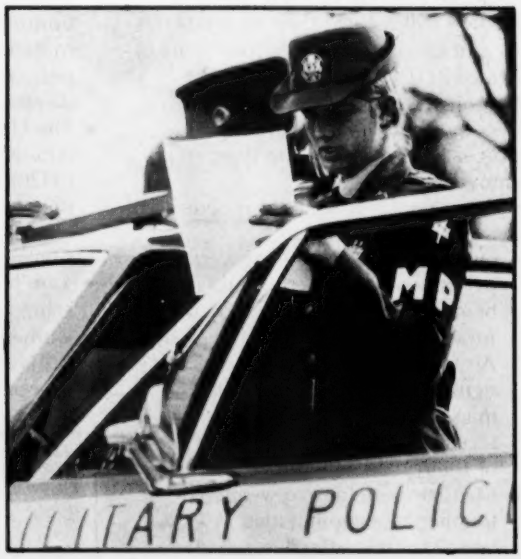
During her career, General Bailey has served in a variety of assignments including extensive experience commanding WAC units in the U.S. and overseas. Of her four years as Director of the WAC, General Bailey states, "My assessment of actions for increasing the professionalism and utilization of Army women gives me reasonable satisfaction in all areas except one, the education of male members of the Army on women in uniform."

General Bailey points out that there is still a great deal of work to be done in the area of institutionalized discrimination: "While this type of discrimination is usually derived from an attitude of 'this is the way it has always been', our women will not be utilized to their fullest potential or have a chance to compete on equal terms until there are individual attitudinal changes and a conscious regard for equal opportunity implication in the decision-making process." Such changes, she emphasizes, "will result in an improved and more resourceful Army, maximizing on everyone's talents and abilities."

A WAC air traffic controller (below) at the Pentagon helicopter landing pad completes an aircraft log entry. Learning to operate a tactical electrical generator is part of the training for a WAC student mechanic (bottom right).

The Army is currently developing special items for its military policewomen (below). Defensive weapons training (top right) became mandatory in WAC training effective July 1 of this year. A large color television camera is operated by a WAC private training to become a television camerawoman.





WAC lietenant colonels were selected for command positions.

The profile of WAC enlisted accessions in the first nine months of FY 1975 reveals that high school graduates with diplomas accounted for 88.8 per cent of new accessions while the remaining 11.2 per cent qualified on the basis of the General Educational Development test. Mental Categories I and II accounted for 98.6 per cent of enlistments, while the remaining 1.4 per cent were in the upper level of Category III. Among those recruited, 21.6 per cent were in minority groups.

MOS skill distribution for women has become a subject of major concern. At the close of FY 73, over 90 per cent of the total number of WAC personnel were concentrated in 10 of a possible 59 career fields. Four of the 10 career fields had over 70 per cent of the total number of WAC personnel. While there was noticeable improvement in FY 74, a great deal of effort is required to attain a more balanced distribution of women in job skills throughout the Army. It is essential that women be shown that there are viable and interesting careers available to them which do not fit traditional molds if we are to meet the Army's needs in personnel areas.

Two years ago, a gradual disestablishment of WAC detachments began, with women being billeted with and administered to by the duty units to which they are assigned. When it is considered in the best interest of the command and existing physicial facilities are adaptable for occupancy by women and men with complete privacy and security for both being assured, colocation has been effected. Many staffs have been integrated. Our goal is to have men and women administerĕd to by a combination of male and female cadre and commanders. This policy will insure that the needs of all personnel will be appropriately addressed.

Among the goals set for 1975 are increased acceptance of women in the mainstream of the Army; increased participation by WAC members in warrant officer programs; increased utilization of women in other than traditional skills; increased numbers of commissioned and noncommissioned officers in the active Army, the USAR, and the National Guard; further inclusion of subject matter on women in all Army schools; and completion of the update on Army women's uniforms.

The expansion of the Women's Army Corps has been an important step in the overall Army effort to achieve a volunteer force. Much progress was made in 1974 in the implementation of the Army's goals for increased utilization of WAC personnel. While progress in obtaining more equal opportunity for women has been notable, there still remains much to be done. Additional change is a vital ingredient to the overall success of our program. Creating an environment that encourages personal and professional growth, which assures an equal opportunity for all Army personnel regardless of their race, color, religion, national origin or sex, remains as essential Army task.

The first step in expanding the opportunities available for women in the Army was, naturally, to change those rules and regulations to allow their participation in the Armed Forces. However, the greatest hurdle to overcome involves the changing of attitudes—the attitudes of women about themselves and the attitudes of those men who resist the fuller utilization of women. This is the job which lies ahead.

New Military Women's Film Tours Nation

Although the majority of women in the Services are involved in traditional occupations, there are a number of Military women handling a variety of new jobs, and they are handling these jobs effectively. A recent DoD film, *A Pride in Belonging*, shows Military women engaged in some of these newly-opened occupations which have expanded job opportunities for women in all branches of today's Armed Forces.

Narrated by a Navy woman journalist, the film encompasses on-the-job interviews with Army, Navy, Air Force and Marine Corps officer and enlisted women serving in positions as varied as helicopter pilots, coxswain's mates, flight line inspectors and military police. In addition, these women discuss the fact that women, in some heretofore "male-only" Military occupations, are equally competent, have the respect of their supervisors and peers in the execution of their duties, and feel a satisfaction in performing a job well done. In their activities both on and off duty, these women show the Military as an interesting, challenging and contemporary life-style to which each of them has a pride in belonging.

Produced by the Office of Information for the Armed Forces for use by DoD and the Military Departments in their internal information and equal opportunity programs, the film, in a condensed 10-15 minute version, will soon go on tour nationwide. This project, under the auspices of the DoD International Women's Year Committee, will send the film and representative Military women to approximately 50 television talk shows across the country. The Military women accompanying the film will be chosen from installations in the areas where the film will be televised, thus localizing the impact of the program.

Through the nationwide showing of *A Pride in Belonging*, the DoD International Women's Year Committee hopes to communicate the Department's positive posture in recognizing and utilizing the Nation's resource of women to television audiences numbering in the millions throughout the United States.

THE current active duty strength of the women in the Navy is a far cry from the beginning days. In 1942, when legislation was passed permitting women to serve in the reserve of the Navy, there was no ceiling imposed because we were at war, but the implication was that it would represent no enormous numbers. How wrong those predictions were.

At the height of World War II, some 86,000 women were serving in the Navy as Women Accepted for Volunteer Emergency Service—WAVES. As of January 1, 1975, there were 15,114 enlisted women serving in the Navy. Current plans call for 20,500 by 1977. There were 3,722 women officers on January 1, of which 1,085 are line officers. Current plans call for 4,052 by the end of fiscal year 1977. Additionally, there are presently some 2,250 women in the Navy Nurse Corps and 120 women in other medical fields serving as physicians, dentists, and physical and occupational therapists.

The term WAVES is now inappropriate in its definition since women are a part of the regular Navy and no longer are "accepted for volunteer emergency service." However, because it is well-known and widely-accepted, the term "WAVE" is still currently used as a nickname.

The increases in numbers of Navy women have created an expanded arena of participation for women. For example, as a result of women entering the flight training program, six women officers are now designated as naval aviators. Eight additional women are presently in flight training. These naval aviators will be utilized in force support squadrons rather than combat squadrons.

Presently, enlisted women are eligible for 84 per cent of Navy technical schools. The graduates of the remaining 16 per cent are required for fleet support in a combat capacity. Therefore, at the present time, women cannot be gainfully employed in those areas.

WOMEN in the NAVY

By
Capt. Alice C. Marshall,
Director, Personal Services Division,
Bureau of Naval Personnel

Enlisted women are also eligible for various college level programs including the Navy Enlisted Scientific Education Program and the Naval Reserve Officer Training Corps. Women officers are eligible for interdepartmental post graduate schools and the war colleges.

It is often charged that, with the placement of one woman into a unique job, the Navy is engaging in tokenism. If after a reasonable period of time no other women follow the first, then the charge would be justified. But the operative phrase is "reasonable period of time"—it does take time to make changes which are far-reaching and sometimes controversial. Thus, tokenism can only be said to exist when a reasonable amount of time passes and no more women have been placed into that unique job situation. Failure to inject large numbers of women into a single occupational area at the same time is not tokenism.

The question is often raised concerning how interchangeable are male/female positions in the Navy—or what is the policy on the need of the Navy for women as women. In 1972, the Chief of Naval Operations (CNO) outlined the Navy's aspirations to accord women equal opportunity to contribute their extensive talents and to achieve full professional status. To increase the women's opportunities, the pattern of assigning women exclusively to certain billets was eliminated and qualified women were to be assigned to the full spectrum of challenging billets, including those of briefers, aides, detailers, placement/rating control officers, attaches, Service college faculty members, executive assistants, special assistants to CNO, etc. All elements of the CNO's outline have been accomplished or implemented through new detailing procedures and personnel management programs.

Women officers are assigned according to rank, year group and specialties. Every effort is made by their specific detailers to assign qualified women interchangeably with qualified men to shore billets and overseas assignments.

There are three areas where women officers are specifically assigned as women. These are to duty as instructors at the Officer Candidate School, Newport, Rhode Island, and the Recruit Training Command at Orlando, Florida, and for duty as a recruiter for women's programs within the Navy Recruiting Command.

A seaman apprentice mans her emergency station aboard the USS Sanctuary during the successful pilot program for assigning Navy women to sea duty.

Since both officer and enlisted training for women have been fully integrated, the jobs of commanding officer and executive officer for these commands will usually be rotated between men and women. Presently the commanding officer at the Officer Candidate School in Newport is a woman captain and the executive officer at Recruit Training Command, Orlando, is a woman commander.

All ratings are open to women enlisted members; however, women cannot be assigned to schools for certain ratings since the graduates of these schools must fill sea billets, i.e., fire control technician, sonar technician, aviation anti-submarine warfare operator, electronics warfare technician and gunners mate (missiles). The women are detailed by rate and rating interchangeable with their male counterparts to U.S. and most overseas commands. Some enlisted women are specifically assigned to staff jobs at the Recruit Training Command, Orlando, and to District Recruiting Commands. Except for these jobs, the Navy does not code billets by gender.

While these new policies have been implemented, the challenge to the Navy is the proper training and education of women so they may become as well qualified as their male counterparts. The key word in discussing assignments and needs of the Navy is "qualified." It is immaterial whether a man or woman fills a job as long as both are equally qualified. The distribution, education and compensation dilemma of the Navy is the fact that the Navy is legally restricted from assigning women to duty on vessels of the Navy other than hospital ships and transports and to duty in aircraft that are engaged in combat missions. Yet, the Navy is positively committed to providing equal opportunity for its women to compete for jobs and promotions.

Will command functions be increasing for women? Based upon the Career Planning Study for Women Line Officers of 1974, the Chief of Naval Personnel has approved a number of items that, in total, will provide increasing command functions for women. Specifically:

- Women officers are to be included in the Captain Command Screening Boards.
- Women officers should be considered eligible for an appointment to flag rank utilizing the same policy guidelines that apply to their male counterparts.
- Approve in principle the women officers career progression and levels of responsibility through the captain grade.
- Women officers will be included in the Lieutenant Commander/ Commander XO/CO Screening process.

Of particular importance in the assignment of women are the constraints covered by current law. Legislation (the Defense Officer Personnel Management Act) has been proposed which will revise laws pertaining to the appointment, promotion, separation and retirement of officers in all branches of the Service. The DOPMA will also broaden the guidelines by which women line officers will compete for promotion and be assigned.

In a recent communique to commanding officers the Chief of Navy Personnel stated that Bureau of Naval Personnel can only detail women. Whether or not their careers develop along the desired guidelines rests largely with commanding officers and the manner in which they utilize the women assigned them. Further, he said, "Once again, I solicit your support of a vital Navy program—that of equal opportunity for women. I urge your cooperation not only in the letter but more importantly in the spirit and intent of this program. We can no longer afford the luxury of wasting human resources by limiting indiviidual opportunity on the basis of sex."

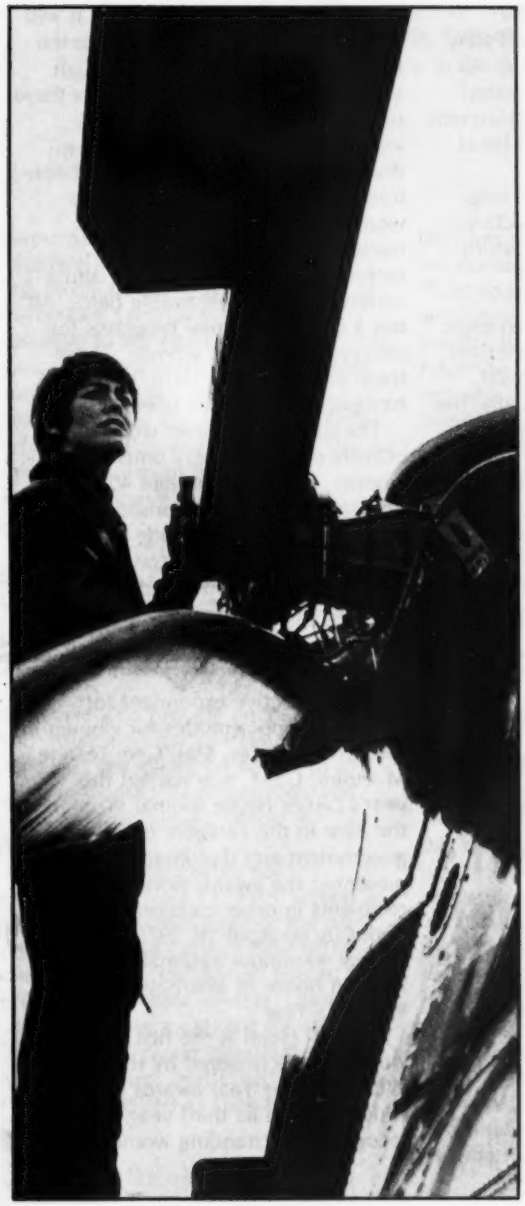
The Navy is striving constantly to increase opportunity for women and to give them an equal chance for advancement in every area. Women of the Navy have historically been strong performers and their contributions are valuable to the Navy's growth. Opportunities have never been better for women in the Navy.

When Capt. Alice C. Marshall, Director, Personal Services Division, Bureau of Naval Personnel, says, "The Navy is making real improvement in the areas of equal opportunity for women," she adds, "but there is a long way to go. We must stick with it and continue to strive toward giving our women a real chance for rewarding and challenging careers."

Moving to eliminate separatism of Navy men and women, the Navy disestablished the position of Assistant Chief of Naval Personnel for Women—"Director of the Waves"—in 1973. The ombudsman for women is Rear Admiral Charles F. Rauch, Jr., Assistant Chief of Naval Personnel for Human Goals. However, Captain Marshall, the senior woman officer in the Bureau of Naval Personnel, frequently serves on a collateral duty basis in situations where a senior woman officer is required.

Captain Marshall, who has served in various manpower management and public affairs assignments during her 23 years of Navy service, points out that change and progress are not synonymous. "The Navy must make sure that the changes which are brought about on behalf of women are evaluated, revised as necessary, and then continued. Only in that way will real progress be made."

The Navy currently has six women officers designated as naval aviators, and eight other women in flight training. A Navy husband and wife team (bottom right) serve together as mess management specialists.



History notes three significant years for women in the Air Force that enabled them to become a vital part of the Air Force mission. Those years were 1966, 1967, and 1972; and they were significant because they opened the door to changes in equal treatment and opportunity for Service women.

In 1966, DoD embarked on a study to examine the expanded utilization of women, especially to meet the rising demands in Southeast Asia. This study acted as a catalyst to the Military Departments and forced them to reevaluate some of their internal policies.

The second step was in 1967 when President Johnson signed Public Law 90-130 that repealed the legal grade and strength ceilings as well as the restriction on length of service for retirement. In other words, the number of Air Force women could go beyond two per cent, and women could be promoted to general officer rank. With the removal of the strength ceiling, the Air Force began plans to increase the numbers of Military women.

In 1972, OSD Central All-Volunteer Force Task Force was charged to study the utilization of Military women and to prepare contingency plans for increasing the use of women to offset possible shortages of male recruits after the end of the draft. This task force recommended equalizing entry standards, enhancing recruitment and eliminating legal inequities between men and women in entitlements for benefits.

The Air Force plan, formulated in 1972, had two objectives: to triple the number of women in the Air Force and to achieve more representative utilization of women across the spectrum of noncombat skills. Today, women represent 4.7 per cent of Air Force personnel, and it is estimated that there will be about 48,000 women in the Air Force by the end of fiscal year 1978.

The increase of women will help DoD maintain its primary objective—an effective, viable defense posture within the framework of an all volunteer force and budget constraints. In doing so, women must be given an opportunity to take their proper and rightful place as equal, co-contributing partners. Basically, the ground rules have been changed to allow women equal job opportunities and benefits. The major current issues to be considered for women in the Air Force are: pilot/navigator career fields, combat and the Air Force Academy. By law, women are restricted from combat and flying aircraft. The Air Force Academy is currently revising its plan for the admission of women. The plan will be finalized after the joint House-Senate bill is completed and a legal interpretation has been made of its impact.

These issues and others may be dramatically modified if and when the Equal Rights Amendments is ratified. Although ratification will not automatically change the laws, it will provide the climate to challenge the legitimacy of existing laws through individual court decisions. While these issues are waiting to be resolved, women are serving in challenging, diverse areas that are considered non-traditional. For example, we have women officers in space systems, nuclear research, computer technology, civil engineering, and a variety of other demanding fields. All but 3 of the 48 career programs for officers are open to women. Those three are in combat skills: pilot, navigator, and missile operations.

The day is over when women officers command only units of women. Today, more than 40 women officers lead units comprised of both sexes, and the jobs include such responsibilities as wing commander, recruiting group commander, weather detachment commander, and

General Holm Named Journal's 'Woman of the Year'

Long an active expondent for expanding opportunities for women in the Armed Forces, Maj. Gen. Jeanne M. Holm, USAF, was named this year's *Ladies Home Journal* Woman of the Year in the category of government and diplomacy. She was presented the award, along with seven recipients in other categories, in New York City on April 19, 1975, during a special 90-minute national television show in honor of International Women's Year.

General Holm is the first military woman to be honored by the *Journal's* Women of the Year awards program which, now in its third year, recognizes outstanding women

WOMEN in the AIR FORCE

By
Col. Bianca D. Trimeloni,
Director of Women in the Air Force

A woman officer instructor at the Air Force Academy discusses an assignment with a cadet. The Air Force Academy is currently revising its plan for possible admittance of women cadets.

maintenance and engineering squadron commands. For example, Col. Norma Brown, as commander of the 6940th Security Wing at Goodfellow Air Force Base, Texas, is responsible for more than 2,000 men and women, $14.5 million in real property value, and for the Air Force School of Cryptologic Sciences. She is the first woman in the Military Services to command such a large organization.

Enlisted women are assuming jobs that are much different from the past. Of the 236 enlisted occupational ladders, only seven are closed because they are skills involving combat. They are combat control team operator, flight engineer, aircraft loadmaster, security specialist, defensive fire control system operator, in-flight refueling operator, and pararescue recovery. Women are entering "nontraditional" skills such as aircraft maintenance, vehicle maintenance, and communications operations because they possess the aptitude to do the work. During last fiscal year, 828 women were given instruction in electronics. This is a significant increase over the 281 in fiscal year 1973. In the mechanical area, last

achievers who provide encouragement and inspiration for all women. She accepted the award on behalf of all Military women, Service wives, and wives of men missing or lost in combat.

General Holm, before her retirement on May 31, 1975, served as Director of the Secretary of the Air Force Personnel Council. She is the only woman in the Armed Forced to hold rank of major general. During her career, she was a catalyst for changing the roles and career opportunities for Military women, particularly in the Air Force. She served as Director of Women in the Air Force from November 1965—February 1973, and during that time, policies affecting women were updated, the number of Air Force women more than doubled, job assignment opportunities greatly expanded, and uniforms were modernized.

Addressing the role of women in the Armed Forces, General Holm recently pointed out, "It is especially important to bear in mind that women still are the smallest identifiable minority in the Armed Forces and they are just now becoming a viable resource."

Confident that women will be making far greater contributions to national defense than ever before, she also predicts that Military women in the future will attend the Service academies, fly Air Force planes, serve aboard Navy ships of the line, and have many combat arms fields open to them, except where sheer brute force is essential to insure victory, such as the infantry.

Of her combat arms prediction, General Holm emphasizes, "Whether or not women are trained as infantrymen should not be allowed to obscure the basic issues of full and effective utilization of women and full career opportunities for them."

fiscal year we provided training for 633 women compared to 144 a year earlier. Airman First Class Candice M. Hagen is an SR-71 equipment maintenance specialist who joined the Air Force to move ahead while doing her share. She states that "aside from the physical strength difference, I believe a woman has the same ability as a man if she is given the same opportunities to meet the challenge."

Even the medical service area is breaking away from the so-called traditional fields. Women comprise about 90 per cent of the nurse field and about 12 per cent of the medical technicians are enlisted women. The Air Force nurse is assuming a greater medical role because of the shortage of physicians. The "physician extender" program for primary nurse practitioners will train them to assume some of the duties performed by doctors. In fact, there are 10 women physicians presently on duty.

Women are not clamoring to be mechanics, plumbers and carpenters; but at least they are now eligible for these jobs. Women themselves must change some of their attitudes and change their educational goals. Women wishing to enter the Air Force today must break away from the courses and degrees that have long been traditional since the requirements are for technically-oriented programs.

In the Air Force today, all initial enlistment and commissioning criteria are the same for men and women including test scores, age, marital and dependent status. Women have always received the same training at the same basic and technical schools as the men.

The Air Force may assign women officers, noncommissioned officers and married enlisted women anywhere there is adequate and available on or off base housing. Installations to which single E-3s and below may be assigned have increased 417 per cent in the past six years.

All pay, entitlements, and promotion opportunities in the Air Force are equal for men and women.

Factors such as assignments, education, responsibility and command experience all add up to the elements which make a person competitive for promotion. It then follows naturally that if women are completing these requirements in an outstanding manner, then they are also placing themselves in a position where they can compete for promotions all the way to general without prejudice.

The U.S. Air Force women are very proud of the fact that their Service has been the recognized leader in improving opportunities for Militiary women and enhancing the attractiveness of a Military career for women. Deliberate studies and plans instituted in depth over the last several years by the Air Force have resulted in its being the first Service to:

- Begin plans to increase the numbers of Militiary women (1969).
- Open the Reserve Officer Training Corps to women (1969—test at four institutions; 1970—open to all universities/colleges with AFROTC units).
- Retain women who acquire minor children through marriage or adoption (1970).
- Permit women who become pregnant to remain on active duty (1971).
- Permit married women and women with children to enlist and be commission (1971).
- Opened all job specialties to women except combat, and deliberately set up specific objectives to recruit women into non-traditional career fields to insure the effort to move away from the overwhelming majority being assigned to jobs such as administration, personnel, and material (1972).
- Establish uniform original enlistment qualifications for men and women (1973).

Colonel Bianca D. Trimeloni, Director, Women in the Air Force, assumed her current position on May 1 of this year. During her career, Colonel Trimeloni has been closely associated and involved with programs relative to Air Force women. She served as Deputy Director, Women in the Air Force, from February 1973 through April 1975.

Discussing equal opportunity in the Air Force, Colonel Trimeloni states, "Today, the Air Force is the leader among the Services in establishing and pursuing equal rights and opportunity mandates for all personnel. We have discovered that talent, brains and abilities come in all kinds of packages—including women."

She points out that the 1972 Five Year Plan to increase the numbers of women in the Air Force and to expand their utilitization is showing positive results. "Although there are still obstacles to overcome in the acceptance of women at all levels, the plan is working. There are now over 29,000 women in the Air Force, an increase of 76 per cent since 1972, and women are serving in 96 per cent of all Air Force jobs."

Proud of the Air Force progress in expanding career opportunities, Colonel Trimeloni adds, "To me equal opportunity in reality is freedom of choice. In the Air Force women have occupation choice in all but the few fields closed by law. The only prerequisite is that they are qualified for the job."

- Set worldwide dispersal and assignment plans in action for enlisted women (1973).

Commanders at all levels should strive to insure the acceptance of women as an important resource. An additional commitment is to insure that women are fully utilized in the specialties for which they have been trained. This is vital as greater numbers of women move into technical fields. Women should be given responsibilities commensurate with their skills and grade in addition to opportunities for career progression. Conversely, they must be expected to pull their own weight and to accept fully their responsibilities as Air Force professionals. In so doing, Air Force women will continue to serve the defense of this Nation.

An Air Force sergeant (above) explains the installation of a fuel heater actuator valve on a jet engine to an airman trainee. Examining an Air Force patrol dog is one of the varied duties of women veterinarians in the Air Force.

WOMEN in the MARINE CORPS

By
Col. Margaret A. Brewer,
Director of Women Marines

THE Marines Are Looking For A Few Good Men" is a well-known recruiting slogan that often prompts the following question: "Isn't the Marine Corps interested also in recruiting women?" The answer to this question, of course, is an emphatic YES. The Marine Corps is looking for women and is enlisting them. The number of women in the Marine Corps has increased in the past two years and now stands at 3,100, the highest number since World War II when there were some 20,000 women serving in the Marine Corps.

But what about that recruiting slogan? Why does it specify MEN? The answer is: since the Marine Corps is such a combat oriented organization, there traditionally have been separate recruiting themes for men and women.

The Corps' recruiting theme for women has a message of its own. It hopes to convey to today's young woman that the Marine Corps offers her a responsible and challenging career-oriented job with equal pay, diversity in assignments, travel, and education opportunities, while sharing the proud traditions of the Marine Corps. As one of the recruiting posters states:

"We want women who want more than a job.

"We want women who are looking for real opportunity to invest and advance in good careers. Women with brains who want a chance to use them. Women who value their time. Who want to grow. Learn. Take charge.

"We want women who want a more tangible reward for their talents than a pat on the head or a rose on the desk.

"We want women who dare to respond to challenge. Who are proud of their country, and want to serve it proudly."

Despite the Corps' emphasis on combat, the challenge is there for the young woman who is willing to assume responsibility.

The Corps needs Marines who can be trained in the hard technical skills, and today there are more women working in these technical skills than ever before. Around Marine Corps installations one can see women Marines repairing sophisticated electronic equipment; learning to repair refrigeration and air conditioning equipment; driving heavy construction equipment as the first step in learning how to repair these vehicles; a woman Marine captain serving as a military judge; and a woman lieutenant commanding a military police platoon.

These are generally considered nontraditional jobs for women, and, of course, the majority of women Marines are still working in traditional jobs such as administration, communications, supply, and disbursing. However, ever-increasing numbers of women are being assigned to the so-called nontraditional jobs for women—jobs that some people may consider inappropriate for women. This opinion, however, doesn't seem to be shared by the women in these jobs. A young woman student at the Marine Corps Engineer School at Camp Lejeune, North Carolina, when asked how she felt about her assignment as an electrician, said that when she joined the Marine Corps, her only preference for a job was one that would be a challenge. She continued, "I'm happy with my assignment

"The Marine Corps offers women a challenge," says Col. Margaret A. Brewer, "—a challenge as varied as the 3,100 women Marines currently serving in the Corps."

Colonel Brewer, Director of the Women Marines since February 1973, has served in various capacities with the Marine Corps since receiving her commission in 1952. During these years she has witnessed and been an active participant in expanding career opportunities for women Marines. She points out that, despite the Corps' emphasis on combat from which women are excluded by law, the challenge is there for the young woman who is willing to assume responsibility.

"Today, every-increasing numbers

A Marine demonstrates her ability to climb a 60-foot pole, one requirement of the basic electrician course.

because it's a challenge and that's what I wanted." Another woman student, learning to drive a road scraper, expressed her enthusiasm for learning to repair heavy construction equipment by saying, "I hope that when I receive my duty assignment they'll let me do my job and not just assign me as a clerk doing the paper work for the repair shop."

The responsibility for proper utilization of all assigned trained personnel, whether they are male or female, rests with the commander. It is efficient personnel management to make the most effective use of available and qualified personnel. The

of women are being assigned to the so-called nontraditional jobs for women—jobs that some people have previously considered inappropriate for women. This opinion, however, isn't shared by the women in these jobs," says Colonel Brewer, "nor by their male coworkers and supervisors once they have seen the competent on-the-job performance of the women. In the Corps' assessment, Marines are Marines—both men and women who have accepted a challenge, who are proud of their country and want to serve it proudly."

Although not trained for combat, women Marine students (above) learn about nuclear/chemical warfare. A Marine Corps Reserve officer (top, right) on active duty with the National Committee for Employer Support of the Guard and Reserve, assists an employer with a Statement of Support. A Marine Corps law enforcement officer commands a platoon of military police.

Marine Corps has come to recognize that women Marines represent a valuable resource—a resource that is being utilitized with increased efficiency as limitations and restrictions on assignment policies of women are eliminated.

In 1972, a Marine Corps *ad-hoc* committee was established to study "Increased Effectiveness in the Utilization of Women in the Marine Corps." The committee's goal was to provide equal opportunity, within legal limitations, for all women Marines to use fully their abilities in support of Marine Corps objectives. In November 1973, the Commandant of the Marine Corps approved a number of the *ad-hoc* committee's recommendations. Some of the more significant recommendations which were approved include:

- Elimination of the regulation which prohibited women from commanding units other than women's units.
- Establishment of a pilot program to assign women to the Fleet Marine Forces.
- Review of all regulations not constrained by law which

differentiate between the treatment of men and women with the intent to revise or eliminate any which may differentiate without valid rational justification.

- Review all occupational fields which were closed to women to determine which additional ones can appropriately be opened to women.

The implementation of these recommendations and the opening of new assignments and occupational fields to women has attracted more women to the Marine Corps. The January 1, 1976, strength objective of 2,700 enlisted women, has already been reached and recruiting continues to be very good for women—both officer and enlisted.

The educational level of women Marine recruits continues to remain high. To be eligible for enlistment, a woman must be at least a high school graduate but this requirement is often exceeded. Last year, 15 per cent of all women who enlisted in the Marine Corps had attended college to include some with bachelor and masters degrees. The educational background of women recruits combined with the changing attitude of society toward the role of women in a working environment, especially in technical and professional fields, increases their potentiality for assignment to a greater variety of occupational fields without undue consideration for traditional type assignments.

Today there are not only new occupational fields available to women such as military police, motor transport, band and utilities, there are also new assignments. A look around the Corps will show the assignment of women to predominantly male units that reflect this change. For example:

- Until her recent transfer to Headquarters Marine Corps, Colonel Mary E. Bane was the Commanding Officer of Headquarters and Service Battalion at MCB, Camp Pendleton, California.
- Lieutenant Colonel Annie M. Trowsdale is the Executive Officer of Headquarters and Headquarters Squadron at MCAS, El Toro, California.
- Captain Kathleen V. Abels is the Commanding Officer, Supply Company, Headquarters and Service Battalion, MCB, Twentynine Palms, California.
- And in the Marine Corps Reserve, Major Jeanne B. Humphrey is the Commanding Officer of a Truck Company which is located in Erie, Pennsylvania.
- In December 1974, Sergeant Major Eleanor L. Judge was assigned as the sergeant major of the predominantly male Headquarters and Headquarters Squadron at MCAS, Cherry Point, North Carolina.
- GySgt. (1stSgt. selectee) Frances Gonzales has assumed duties as the first sergeant of Casual Company, Headquarters and Service Battalion, MCRD, San Diego, California.

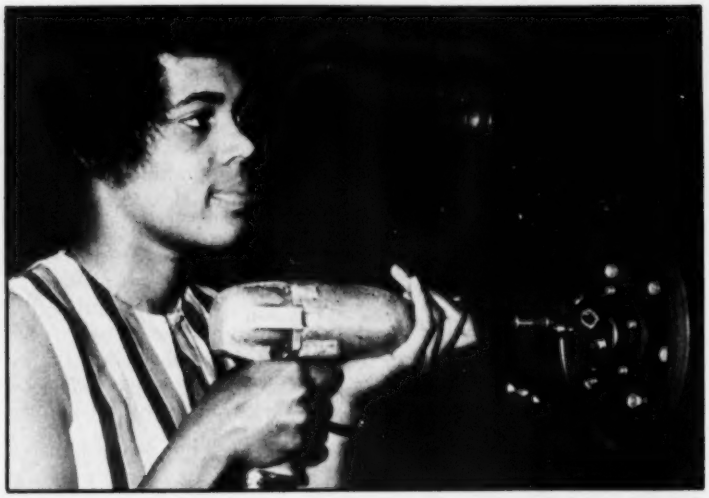
One of the most recent changes in policy is the assignment of women to the Fleet Marine Forces, heretofore an all male bastion below the force headquarters level. This change in policy came as a result of a pilot program conducted at 1st Marine Division, Camp Pendleton, California, and the 2nd Marine Aircraft Wing at Marine Corps Air Station, Cherry Point, North Carolina.

During this six-month pilot program, concluded last November, unit commanders identified approximately 75 officer and 450 enlisted billets that could be filled by women without adversely affecting combat readiness. The results of the pilot program have been approved and today women are being assigned to headquarters of United States-based Marine divisions, aircraft wings, force troops, force service regiments and to non-deployable units in rear echelon billets requiring service support, aviation support, or communications occupational specialties that do not require deployment with the assault echelon if a contingency should arise.

These are interesting, challenging and changing times for American society and for the Armed Services. There are still many complicated and complex legal issues to be resolved such as the limitations on the promotion of women officers to general officer/flag rank in the Navy and Marine Corps; the admission of women to the Military academies; and the question of a combat role for women. However, within legal limitations, the quality of opportunity continues to increase for the women members of the Corps.

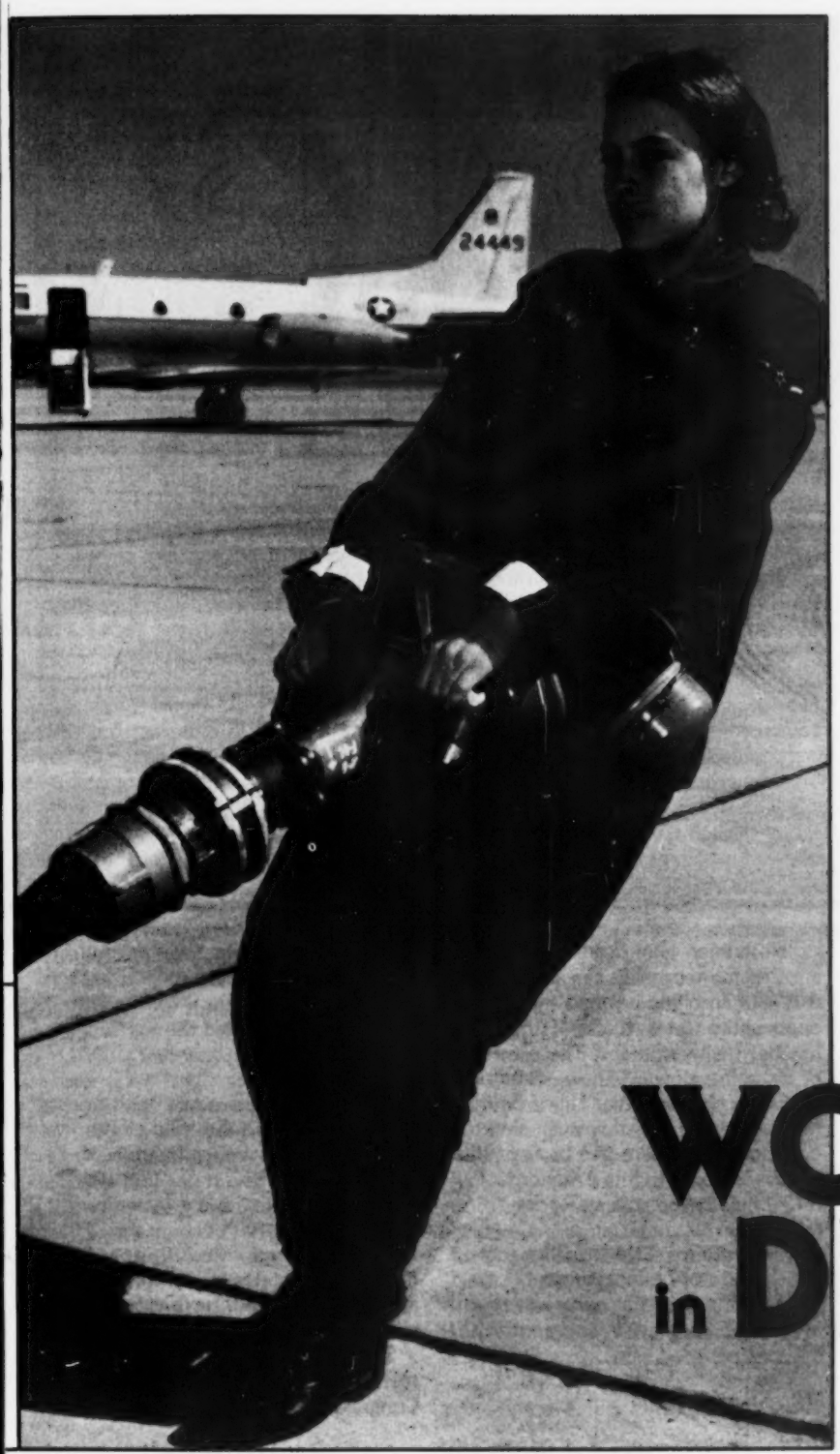
There is a story told that in 1943 when women first entered the Marine Corps during World War II, someone asked Lt. Gen. Thomas Holcomb, then the Commandant of the Marine Corps, "What name will you give the women?" "They're Marines," he replied," call them Marines." Although the story may be legendary, the fact remains that the women were organized as an integral part of the Marine Corps and as such they were called "Marines."

Today, the Corps' women are assuming an ever increased role of importance and are, within legal limitations, in full partnership with their male counterparts. They are Marines.



Repairing combat vehicles, a civilian Army mechanic (above) tightens lugs on a wheel. A food inspector checks sides of beef at an Army veterinary activity.

Military women are allowed to pursue various occupations in the Armed Forces. Above, a Navy technician makes a preflight helicopter check. The once all-male Marine Corps band now has a woman flautist.



Air Force technicians may be required to do some routine manual labor to accomplish their missions. A still photo unit (above) demands finesse but is no less cumbersome than the "blacksnake" fuel hose (left).

New Jobs for WOMEN in DEFENSE

Federal WOMEN'S Program

Is it significant that women comprise 41 per cent of the Department of Defense GS-rated workforce and that 90 per cent of these women are in GS grades 1-8?

Why is it that since 1969 the percentage of women in grades GS 12-15 in all areas of the Federal government outside DoD has risen from 6.3 per cent to 7.2 per cent, while in DoD the increase of women in these grades has been only .3 per cent, rising from 4.1 to 4.4. per cent?

What does it mean when the average GS rating for men in DoD is 9.4 and the average grade for women is 5.0?

Questioning statistics like these and evaluating the answers is how the DoD Federal Women's Program (FWP) assesses equal employment opportunities and utilization of civilian women in the Department. But that is only the ground work. The program's objective is to establish policy and institutionalize procedures and programs which insure that women are allowed to compete equally with men in all facets of career advancement—selection, promotion, evaluation, training, recognition and management. The FWP is an affirmative action program working within the overall context of a merit system of employment.

The Federal Women's Program in DoD, and throughout the Federal government, is designed as an integral part of equal opportunity offices and programs. As a complement of the government-wide Equal Employment Opportunity (EEO) Program, FWP aims at enhancing employment and advancement opportunities for civilian women by identifying problem areas impeding the selection and advancement of women, and by establishing the ways and means of overcoming these barriers. Many of the impediments are cultural or traditional limitations on the expectations of women.

The primary efforts of the FWP have been directed toward three main objectives: (1) creating the legal, regulatory, and administrative framework for achieving equality of opportunity without regard to sex; (2) bringing practice in closer accord with merit principles through the elimination of attitudes, customs and habits which have previously denied women entry into certain occupations, as well as high-level positions through

ERA and the MILITARY

"No human being can tell what another human being can do until that human being has had the opportunity to test himself. And so it has been with women." These words of Dr. Anna Howard Shaw, stated in 1919 at a National War Labor Board hearing on the use of women streetcar conductors, pinpoint the basis of the proposed Equal Rights Amendment (ERA) now before the states for ratification.

In a sentence, ERA provides that sex should not be a factor in determining the legal rights of any individual. Such an amendment to the U.S. Constitution has been introduced in nearly every Congress since 1923, shortly after ratification of the 19th Amendment extended the right to vote to women. On March 22, 1972, the proposed Equal Rights Amendment, approved by both houses of Congress, was submitted to the state legislatures for ratification. If three fourths of the states (38) ratify the amendment within 7 years from that date, ERA will become the 27th Amendment to the Constitution. Presently, 34 states have ratified, although two States have attempted to rescind their actions.

It is unclear whether such rescissions will be recognized by Congress. In the past, when states

Ms. Georgiana Sheldon (standing), Deputy Director of the Defense Civil Preparedness Agency, checks the console at a Pennsylvania Civil Defense communications center. Ms. Sheldon is co-chairperson of the DoD International Women's Year Committee.

rescinded their earlier ratification of a Constitutional amendment, the Congress has refused to recognize that rescission and has counted those states as having ratified the amendment. Moreover, there is no provision in the U.S. Constitution for a state to rescind its ratification of an amendment.

In proposing and endorsing ERA, Congress has stated, "Some legislative progress has been made toward equal rights, but not enough to wipe out all discrimination against women in state and Federal law. Congress approved Title VII of the Civil Rights Act of 1964, which prohibits sex discrimination in employment unless sex is a 'bona fide occupational qualification.' And Congress approved the Equal Pay Act which assures that many persons who do equal work receive equal pay regardless of sex. But these laws fail to reach discrimination in many areas, allow for substantial exemptions in some cases, and have often been implemented too slowly."

The proposed ERA, aimed at eliminating discrimination based on sex, states:

"Section 1. Equality of rights under the law shall not be denied or abridged by the United States or by any State on account of sex.

"Section 2. The Congress shall have the power to enforce, by appropriate legislation, the provisions of this article.

"Section 3. The amendment shall take effect two years after the date of ratification."

Discussing the basis and the effects of the Equal Rights Amendment, the

Ms. Constance Downey, the first full-time, executive level Federal Women's Program Coordinator in the Department of Defense, assumed the new position in the office of the Deputy Assistant Secretary of Defense for Equal Opportunity in September 1973. The Department's Federal Women's Program (FWP), says Ms. Downey, belongs to the civilian women in DoD who comprise 41 per cent of the GS-rated workforce.

"While the program's objective is to establish policy and institutionalize procedures and programs which insure that women are allowed to compete equally with men in all facets of career advancement, the women themselves determine their local FWP goals and priorities for enhancing their employment opportunities."

Previously, Ms. Downey directed the Data Analysis Division for the Assistant Secretary of Equal Opportunity in the Department of Housing and Urban Development. Her varied career also includes nine years with the Defense Atomic Support Agency (now the Defense Nuclear Agency).

Assessing the problems and difficulties besetting equal employment progress for women in DoD, Ms. Downey states, "Progress involves changing attitudes about the abilities of women and their role in the Defense mission, and eliminating double standards for performance and experience; in short, equity from the system. That's what the Federal Women's Program is all about."

career service; and (3) encouraging qualified women to compete in examinations for Federal employment and to participate in training programs leading to advancement.

Where it is active, the DoD Women's Program belongs to the DoD women. Individual Women's Programs at each respective DoD agency or installation select as their own, specific objectives those program elements of the most immediate interest to the women in their own workforces. Specific elements of a Federal Women's Program can deal with recruitment efforts aimed at women's colleges and universities; extension of part-time employment opportunities; participation in community affairs, such as the development of child care centers; development of continued education programs; and inclusion and participation of women in all types of training programs and work

Senate Judiciary Committee has stated:

"The basic principle on which the amendment rests may be states shortly: sex should not be a factor in determining the legal rights of men or women.

"The amendment thus recognizes the fundamental dignity and individuality of each human being. The amendment will affect only governmental action; the private actions and the private relationships of men and women are unaffected. And the amendment only requires equal treatment of individuals; it does not require any State or the Federal government to establish quotas of men or women."

The Judiciary Committee also pointed out that equality does not mean sameness: "The legal principal underlying the Equal Rights Amendment is that the law must deal with the individual attributes of the particular person and not with stereotypes of over-classification based on sex . . . [ERA] does not require that women must be treated in all respects the same as men . . . childbearing could only apply to women. In contrast, if a particular characteristic is found among members of both sexes, then under the proposed amendment it is not the sex factor but the individual factor which should be the determinative.

"Just as the principle of equality does not mean that the sexes must be regarded as identical, so too it does not prohibit . . . a reasonable separation of persons of different sexes under some circumstances . . . with respect to such places as public toilets, as well as sleeping quarters of public institutions . . . coeducational colleges, prison dormitories, and military barracks."

Legal experts state that any conclusion about the effects of ERA regarding women in the military are tenuous and speculative in nature.

experiences, habitual exclusion from which limits their professional growth and utility.

Another major interest of many Women's Programs, in DoD and elsewhere, is an Upward Mobility Program—a program designed to move employees, men or women, from lower-level clerical positions into technical and professional positions. An Upward Mobility Program requires the development of career systems, elimination of dead-end jobs, and the establishment of "bridge positions" between clerical and professional occupations. It also emphasizes training opportunities, an aspect which impacts on many of the one-half million women employees in the Federal government who are relegated to lower-level jobs. This alone makes it of interest to those DoD women who are 80 per cent of the Department's GS 1-3s.

The Equal Employment Opportunity Act of 1972, which provides the statutory basis of the Federal Women's Program, also requires Federal employers to initiate these Upward Mobility Programs. Each agency must annually acknowledge its efforts in this direction to the Civil Service Commission when it files its annual Affirmative Action Plan. Yet, while Upward Mobility Programs have paid off handsomely for both management and employees in some departments, they seem difficult to organize on a basis broad enough to show measurable results. DoD Federal Women's Programs, which make Upward Mobility one of their objectives, encourage the professional efforts of local civilian personnel offices in developing such a program. Personnel specialists are asked to provide input and feedback as to what constitutes both the most easily facilitated and the most meaningful mobility for the most severely lock-in or underutilized employees within their agency or installation.

In September 1973, Ms. Constance Downey was appointed the first full-time, executive level DoD Federal Women's Program Coordinator in the Office of the Deputy Assistant Secretary of Defense for Equal Opportunity.

"The initial activities of the new office," says Ms. Downey, "were to analyze the apparent difficulties in diversifying the DoD workforce and to assess the Department's current efforts to institute executive search and supervisory training and evaluation methods directed at eliminating the difficulties besetting equal employment progress for women."

The following month Ms. Downey briefed the Principal Deputy Assistant Secretary (M&RA) on her findings and identified basic problems hindering equal opportunity progress and improved utilization of women. She cited four specific areas needing DoD's immediate and long-range attention:

- Need to compete successfully with other Federal agencies to attract qualified mid-management level women;
- Need to maximize the potential of the 41 per cent of the Department's workforce that is female;
- Need to meet professional expectations sufficiently to retain women in the GS-11 and above grade ranges within the Department; and

The reasons for this are twofold: (1) there is considerable legal controversy as to what the effects of the amendment will be; and (2) many of the issues created by the amendment will have to be resolved by the courts, and it is impossible to predict how the courts will handle this new area of the law.

The pros and cons of ERA's affect on military issues such as women and the draft (if the draft is reinstated), women in combat, and women serving in combat-related jobs have been studied and discussed both nationally and within the Military itself. At the time ERA was submitted to the States, Congress had this to say about the effects of the amendment on the Military Service:

"It seems likely . . . that the ERA will require Congress to treat men and women equally with respect to the draft. This means that if there is a draft at all, both men and women who meet the physical and other requirements, and who are not exempt or deferred by law will be subject to conscription. Once in the Service, women like men would be assigned various duties by their commanders, depending on their qualifications and the Service's needs.

"Of course, the ERA will not require that all women serve in the Military any more than all men are now required to serve. Those women who are physically or mentally unqualified, or who are conscientious objectors, or who are exempt because of their responsibilities (e.g., certain public officials, or those with dependents) will not have to serve just as men who are unqualified or exempt do not serve today. Thus, the fear that mothers will be conscripted from their children into Military Service if the Equal Rights Amendment is ratified is totally unfounded. Congress will retain ample power to create legitimate sex-neutral exemptions from compulsory

- Need to dispel the ingrained attitudes of professionally-oriented women that DoD is a male-oriented environment offering severely limited opportunities for the advancement of women.

During the past 18 months, Ms. Downey has worked toward organizational and image-related objectives of the FWP: to make visible DoD's interest in the civilian women in the workforce; to facilitate communication of perceived problems and inequities to the appropriate policy levels; and to mitigate the all-male image of the Defense mission.

"It's a vicious circle," says Ms. Downey. "The long-standing notion that Defense is a man's domain both rises from and serves to reinforce conditioned, negative attitudes about women on the part of DoD selecting officials and executive-level leadership. DoD management needs to get used to the idea and the fact of interacting professionally with women. Until they learn to be comfortable working with women—which isn't the same as having women work for them—the Department will have trouble attracting well-qualified women interested in complex management functions and advancing technologies."

In moving toward the program's organizational objectives, Ms. Downey established a council of headquarters FWP coordinators in the Military Departments and Defense agencies in January 1974 for the supportive exchange and sharing of resources. By September, a DoD-wide network of field coordinators was organized and a directory published. This network fosters communications from the field and provides a means of evaluating problems and progress. A *How-To Manual for DoD Federal Women's Program Coordinators,* now being printed, will provide a working tool and guidelines for coordinators throughout the Department.

Development of DoD policy on the FWP is anticipated by September 1975, within two years of the program's inception. "Good policy is not written in a vacuum," states Ms. Downey, "and the best feedback is only now forthcoming on the basis of the program's credibility and visibility where it is established. The diversity of the universe for which we are writing makes feedback essential if the policy is not to be counterproductive in some environments, or operate as a ceiling for efforts instead of a floor." She also feels that the forthcoming policy must seek to institutionalize behavior rather than program elements lest it contribute to a fragmentation of resources and efforts which must fully belong to the overall EEO program which is, in her view, "thinly spread."

Establishing support of the FWP within the Military Departments and Defense agencies, has resulted in a number of accomplishments in the past 18 months attributable to the support and actions of the DoD Federal Women's Program Coordinator. Ms. Downey points out, however, that the executive level DoD Federal Women's Program is primarily of catalytic and supportive intent.

"At field locations, the FWP operates on the basis of locally-determined goals. Where local

service. For example, Congress might decide to exempt all parents of children under 18 from the draft.

"[Women] have demonstrated that they can perform admirably in many capacities in the Armed Forces. But the government would not require that women serve where they are not fitted, just as men are not required to serve where not fitted."

Congress also pointed out that if women were subject to the draft, "the result is highly desirable" in terms of benefits women would receive from Military Service: educational benefits; medical care in the Service and through Veterans Hospitals; job preferences in government and out; and the training, maturity and leadership provided by service in the Military.

In response to Congressional inquiry on DoD's opinions about ERA, the Department of Defense has confirmed that it "continues to wholeheartedly support the goal of establishing equal rights for women." DoD has also expressed its concern about complications and litigation that might result if ERA becomes law. Depending on how the amendment might be interpreted, DoD cites the problems of women serving as front-line combatants and the specter of women prisoners of war.

The ERA-debated question of women serving in combat is an area now regulated by sections of the United States Code and Military regulations. Under Section 6015 of Title 10, United States Code, women serving in the Regular Navy and in the Regular Marine Corps are prohibited from being assigned to duty in aircraft engaged in combat missions or from being assigned to duty on vessels of

commanders have supported Upward Mobility Programs, established "bridge-type" positions, approved special training, etc., the resulting accomplishments are perceived as meaningful by the women of the workforce because it was they who determined, locally, what would constitute improvement. These accomplishments are important because they constitute a step forward in expanding women's opportunities at a specific agency or a particular installation. At the same time, they have enhanced the credibility of DoD's intention to pay attention to improving the status of its female workforce."

Ms. Downey emphasizes, however, that plaudits for overall progress in expanding opportunities for civilian women can be accorded DoD only when specific accomplishments are institutionalized as standard procedure. "When DoD statistics show a marked increase of civilian women in mid-level, management, and executive capacities, then valid accomplishments can be credited to personnel and EEO programs within the overall equal opportunity mandate of the Department of Defense."

FWP:
Translating Policy Into Practice

In spite of the fact that women were employed in public service before the Constitution was signed, in spite of the fact that the Civil Service Act of 1883 encouraged women to compete in civil service examinations on the same basis as men, and in spite of the fact that the Classification Act of 1923 established the concept of "equal pay for equal work," it took other actions to move toward equal opportunity for women in the Federal Service.

In 1965, an 1870 law that permitted agencies to request either men or women for vacancies was repealed by Congress; in 1967, an executive order added sex to other forms of discrimination (race, color, religion, national origin); and subsequently, in 1967, the Federal Women's Program was established to enhance the employment and advancement of Federally employed women. Further, an executive order in 1969 raised the level of attention to the Federal Women's Program by integrating it into the overall Equal Employment Opportunity Program. Then, in 1972, the Equal Employment Opportunity Act brought all Federal employees and agencies under the equal employment opportunity provisions of the 1964 Civil Rights Act, thus providing a statutory base for the Federal Women's Program.

Subsequent Civil Service Commission regulations require that Federal agencies designate a Federal Women's Program Coordinator to advise the directors of EEO on matters affecting the employment and advancement of women to assure that the necessary specific actions are taken regarding equal opportunity for women.

Equal opportunity for women is public policy. It is also the policy of DoD and the Military Departments. The Federal Women's Program is designed to insure that this policy becomes practice.

the Navy other than hospital ships and transports. Under Section 8549 of Title 10, United States Code, female members of the Air Force, other than medical personnel, are prohibited from duty in aircraft engaged in combat missions. Similarly, Army policy is opposed to women serving in combat and current Army regulations prohibit it.

If ERA is ratified, legal experts generally hold that the amendment would initiate modifications and/or changes in laws and policy regarding the service of women in the Military. In the meantime, the Services, in response to the request of Assistant Secretary of Defense (M&RA) on April 6, 1972, have reviewed, and continue to review, their regulations and laws to determine those which may be discriminating against men or women and to pinpoint those which may have to be changed if ERA becomes law. As a result, a number of regulations involving inequities have already been changed, including the opening of all Military job fields to women except those categorized as combat-related.

Although various regulations could be changed by administrative action at any time, ERA-initiated changes in Military regulations based on Federal law would necessitate legislative or judicial action.

COMMANDERS DIGEST

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DCA's Program Accents Information, Communication

The Defense Communications Agency (DCA), responsible for the operational direction of the Defense Communications System, employs 3,300 military and civilian men and women who provide management support for this DoD worldwide telecommunications system. Moreover, DCA's director, currently Lt. Gen. L.M. Paschall, USAF, serves as manager of the National Communications System which shares the agency's headquarters facilities in Arlington, Virginia.

Obviously concerned with communications on a global scale, DCA is also taking specific actions to facilitate its own internal communications. Sparked by the agency's Federal Women's Program (DCA/FWP), DCA has organized several activites which are proving beneficial to all its employees—men as well as women. And, according to the agency's Federal Women's Program Coordinator (FWPC) Janet Brooks, there's more to come.

Soon after joining DCA in July 1973, as Chief of the DCA Technical Library System, Ms. Brooks also assumed collateral duties as the agency's FWPC. Realizing that neither she nor any new employee could have more than a limited awareness of employment problems facing the women of DCA, Ms. Brooks organized an unofficial committee of concerned women to assist her in assessing the problems of women in the workforce and in identifying priorities for the agency's FWP.

While the committee was developing a formalized FWP for DCA, various problems were addressed on an *ad hoc* basis. For example, the DCA workforce consists of persons who are familiar with modern engineering technology, supported by persons whose background is limited to nontechnical areas—a fraternity of electronics engineers, communications specialists and technicians, and a nonfraternity of "all others," including secretaries, budget officers, personnel specialists, etc.

A partial survey conducted by the DCA/FWP committee found 82 employees at the headquarters location desiring instruction in the principles of telecommunications. When the FWP brought this to the attention of the DCA director, then Lt. Gen. Gordon Gould, USAF, he endorsed the concept that a course in telecommunications principles for nontechnical DCA employees would:

- Improve communications between the technical and nontechnical staff;
- Enhance understanding of the agency's mission on the part of nontechnical personnel and thereby give added significance to their work;
- Improve the job effectiveness of support personnel, such as secretaries, personnel specialists, budget officers, etc.; and
- Bring together the various working elements of the agency and enhance morale.

In the spring of 1974, 25 DCA employees of widely divergent grade levels and occupational specialities participated in a pilot course in the principles of telecommunications. "Instruction was handled in an informal and often witty manner which reached all participants," comments Ms. Brooks. "Questions arising from daily activities brought out the technical content of work in various units of the agency. As one result, secretaries from the engineering directorates were gratified to become knowledgeable about the matters discussed in their offices and to use this knowledge in working with the engineers around them.

"Sponsorship of the course, which so obviously benefited men and women alike and raised the morale of agency personnel, brought a certain credibility to the DCA Federal Women's Program," Ms. Brooks further points out, "as well as respect for the FWP goals from some cynics who had assumed the agency's women to be preoccupied with petty grievances and minor personal problems—areas which the FWP has consistently eschewed."

Having the agency's FWP committee officially chartered was soon identified as an essential objective. "While it was an unofficial group, the committee operated under a cloud," says Ms. Brooks. "To some it seemed to be a bootleg operation, stealing agency time for inadmissible purposes. Progress was slow and difficult at first."

But the FWP kept moving ahead with the support of Col. Joseph T. McKinney, USAF, DCA's Director of Equal Employment Opportunity (EEO), and Howard Feldman, the agency's EEO officer. By the time Lt. Gen. L.M. Paschall became DCA Director in August 1974, the FWPC's duties were written into her position description and up to 20 per cent of her time was allocated to their accomplishment. Moreover, the two DCA/FWP field representatives, employed at the agency's two Washington area field activities, Ms. Margie Armstrong at the National Military Command System Support Center at the Pentagon, and Ms. Geraldine Wilson at the Defense Communications Engineering Center/Joint Technical Support Activity in Reston, Virginia, were granted up to 15 per cent of their duty time for FWP activities.

In December 1974, General Paschall signed the DCA Federal Women's Committee charter, establishing a biweekly, two hour meeting for the committee, and subsequently granting members five per cent of duty time for the FWP. "But even these allocations of duty time," emphasizes

Ms. Brooks, "do not eliminate the need for personal time in carrying out the program's goals."

Aware that the DCA/FWP is handicapped by a shortage of available duty time, particularly on the part of the FWPC, General Paschall is considering the desirability of making the coordinator's position a full time assignment. He is still weighing this against the present advantage of staffing the position with a person who may have a greater indepth understanding of agency needs by virtue of carrying another significant assignment for the agency.

In developing and expanding the DCA/FWP, the agency's FWP coordinator and committee have worked closely with and received the support of DCA's EEO office, of which the FWP is part. During 1975, the DCA/FWP accomplishments at both headquarters and field activities, include:

- Fostering institutionalization of the telecommunications principles course, now to be offered by the personnel training office as a 24 hour course, taught at intervals in the headquarters and field activities by a cadre of 22 DCA military and civilian personnel qualified as instructors;
- Sponsoring and assisting in a career guidance workshop to help employees exercise more responsibility over their careers;
- Conducting a series of assertiveness training courses to enable employees to deal more candidly but courteously with the people around them, and thereby reduce frustrations;
- Making available in the headquarters library a section of career-planning literature to enhance employee understanding of career opportunities and how to pursue them;
- Working to establish the Pentagon chapter of FEW (Federally Employed Women), a national organization founded in 1969 to pursue the goals of the executive order which initiated the Women's Program in the Federal government. Ms. Margie Armstrong, DCA field office FWP representative at the Support Center in the Pentagon and her FWP committee there, assisted in establishing the Pentagon FEW unit. At the founding ceremonies, General Paschall was awarded FEW membership in recognition of his outstanding support of EEO and FWP throughout the Defense Communications Agency.

Still in the planning stage for 1975 are two additional projects: an organizational development course to improve working relationships up and down the chain of command in DCA, and a program in observance of International Women's Year.

"DoD's executive Federal Women's Program office has declared DCA's Federal Women's Program to be, at this time, the most outstanding institutionalized women's program in the Department of Defense," says Ms. Brooks. "Such commendation gives us both the pride and the encouragement to continue developing our Federal Women's Program which, we at DCA believe, has only just begun."

Discussing the Defense Communications Agency (DCA) plan of action for the Federal Women's Program are, l. to r., Ms. Janet Brooks, DCA Federal Women's Program Coordinator, Lt. Gen. L.M. Paschall, Director, DCA, Col. J.T. McKinney, DCA Director for EEO, Mr. Howard Feldman, the agency's EEO officer, and Ms. Constance Downey, DoD's Federal Women's Program Coordinator.

An Air Force civilian woman working as an environmental research biologist collects alligator weed—a semiaquatic plant which may be a potential survival food.

AIR FORCE'S FEDERAL WOMEN'S PROGRAM

Women employees hold approximately 30 per cent of all Air Force civilian jobs. Although most of these positions are in the General Schedule (GS) approximately seven per cent of the Air Force Wage Schedule positions are also filled by women. The Air Force's civilian women employees are involved in virtually all types of work performed by the Air Force civilian workforce.

The Air Force Federal Women's Program (AF/FWP) is an integral part of the Equal Employment Opportunity (EEO) Program. Accordingly, the Air Force Five Year National EEO Plan of Action for Calendar Years 1975 through 1979 has been structured so that Air Force activities must establish and accomplish specific goals with regard to enhancing employment, utilization and advancement of women. The plan emphasizes the need for local identification of problems and development of action items.

In the Air Force EEO plan, approximately 50 different action items have been developed. All of them are directed either at identifying and eliminating existing or potential patterns of discrimination, or at providing real affirmative action initiatives. Because Air Force activities have a wide variety of mission requirements, each installation has been asked to assess it situation and establish additional action items and goals relative to peculiarities of its labor market and occupations. In most cases, these action items serve as a sequence which begins with the mechanics of identifying a local problem and proceeds through to a solution. The installations must continually measure the progress toward attainment of each of these goals.

The EEO plan includes a statement of the Air Force's commitment that

DACOWITS: Supporting Military Womanpower

Manpower includes womanpower, and throughout the Services women in uniform are playing increasingly vital roles in the All Volunteer Force. Providing civilian support and advisement on the expanding scope of Service women, the members of DACOWITS (Defense Advisory Committee on Women in the Services) contribute valuable assistance to the Department of Defense and the Services on various manpower matters pertaining to women in the Armed Forces.

The committee, chartered by DoD in 1951, now includes 30 women from throughout the Nation who have achieved outstanding reputations in business, professions, public service and civic leadership. Each member is invited by the Secretary of Defense to participate for three years, and each member serves as an individual, not as a representative of any organization. Meeting semiannually, the committee concentrates on areas which affect the retention rate, housing, pay and allowances, job opportunities, and promotion policies for Military women, as well as existent inequities in policies.

Through the years, the objectives and goals of the DACOWITS have changed according to societal needs, but the mission has remained constant: (1) to advise the Secretary of Defense on all matters pertaining to women in the Services, and (2) to interpret to the public the need for and the role of women in the Services, promoting public acceptance of Military Service as a career field for women.

Current DACOWITS recommendations to the Secretary of Defense concern areas of civic action, benefits, and utilization of Service women. Some of the specific recommendations urge DoD to:

- Pursue passage of the Defense Officer Personnel Management Act (DOPMA) which would equalize opportunities for Military women for command, promotion,

women will be represented in all grades and occupations in proportion to their presence in the total Air Force civilian workforce. Because this commitment will not be realized immediately, reasonably attainable five-year goals are being established which will be accounted for in annual increments.

In order to assure that the Air Force EEO program remains realistically responsive to the needs of women employees, each major air command and installation must appoint a Federal Women's Program Coordinator (FWPC) who has no other EEO responsibilities. FWPCs appointed at lower organizational levels, together with installation FWPCs, will function as the communications nucleus of the installation Federal Women's Program committees. In addition, Air Force installations are directed to work with community and employee organizations to identify and correct any conditions which may have an adverse effect on employment and retention of women.

The Air Force is also developing and implementing innovative programs in specific career areas. Of particular note is the Civilian Personnel Career Program. The number of women selected for installation civilian personnel officer positions has increased significantly since the program was implemented. As additional career programs are implemented, together with requisite training and career ladders, the Air Force anticipates an additional increase of women in higher level positions.

NAVY'S FEDERAL WOMEN'S PROGRAM

The Department of the Navy Federal Women's Program (DoN/FWP) is a special emphasis program, and, as such, is an integral part of the Department's overall Equal Employment Opportunity (EEO) program. The DoN/FWP is concerned with all matters affecting the employment and advancement of Navy and Marine Corps civilian women within the Department; moreover, the DoN/FWP is designed to assure that affirmative actions are taken to improve the employment status of these civilian women employees.

In accordance with the EEO Act of 1972, which requires that Federal agencies allocate sufficient resources to administer the Federal Women's Program, including the appointment of Federal Women's Program Coordinators (FWPCs) at both headquarters and activity levels, the Department of the Navy established and published requirements for the appointment of full and part-time FWPCs.

In March 1974, the Department's first full-time, executive level FWPC, Ms. Marge Cummings, was appointed. In addition, major commands/ claimants which have cognizance over 10,000 or more U.S. citizen civilian employees are directed to appoint full-time FWPCs. As a minimum, Navy

appointment and retention;
- Define through careful analysis what is meant by combat duty and combat assignment in relation to specified combat jobs not open to women;
- Initiate changes to legal restrictions and regulations to allow assignment of persons (male and female) to all vessels and aircraft in accordance with individual qualifications of the person to be assigned and particular mission to be performed;
- Reevaluate the present policy which bars women from admittance to the Service academies;
- Focus increased attention on Service women, particularly during International Women's Year 1975 to enhance the credibility of

Vice President Nelson Rockefeller greets DACOWITS members during the committee's spring meeting tour at Andrews Air Force Base, Maryland.

A Navy civilian employee holds an Upward Mobility "bridge position" between clerk and budget analyst. Upward Mobility training for professional jobs is a major interest of the Federal Women's Program.

FWPCs are to be employed on a full-time basis by individual activities having 3,000 or more U.S. citizen civilian employees. The appointment of an FWPC provides the commanding officer with a vital resource to assist him in identifying problem areas impeding the selection and advancement of women in his/her activity, and in recommending affirmative, corrective actions.

Within the Department of the Navy, women make up approximately 23.2 per cent of the civilian workforce. However, 90 per cent of that number are concentrated at the GS-8 level or below. Women represent only 2.7 per cent of all positions filled at GS-13 level and above. An in-depth analysis of statistical data for the past few years reveals little or no process in the employment status of women within the Department of the Navy, particularly in the higher grades. However, the Department of the Navy National Affirmative Action Plan requires action items, which, if completed by subordinate activities, should improve the employment status of civilian women throughout the Department.

The success of the Federal Women's Program at every level depends on the personal support and commitment on the part of the head of the agency/activity. As evidence of top management's support in Navy, the Assistant Secretary of the Navy (Manpower and Reserve Affairs) recently requested the Vice Chief of Naval Operations and the Deputy Chief of Staff for Manpower, Headquarters Marine Corps, to intensify their support of the Federal Women's Program, and to provide information on the current status of their programs and their plans for observance of International Women's Year. In conjunction, the following areas were identified for planned action:

- Breakthroughs for women in nontraditional occupations and in policy or decision-making positions by accelerating recruitment of women at the GS-5/7 level into those key job series that contain numerous high-level management/ decision-making positions; and expanding the area of consideration

women in the Military.

DACOWITS recommendations and activities in previous years have been particularly effective in areas of recruitment and retention, and in further equalizing benefits and opportunities for women in uniform. As far back as 1956 DACOWITS recommended proposed legislation to permit payment of a quarters allowance to married Military women. This issue was resolved by the Supreme Court in 1973. In 1960, the committee recommended legislation to remove grade restrictions on female officers so that they could be promoted to a rank above lieutenant colonel. Such legislation was enacted into law in 1967. In 1963 the subject was children. At that time a Servicewoman on active duty was not allowed to have children under the age of 18. Today this is permissible, and further, women are no longer involuntarily discharged for pregnancy. At the recommendation of the committee in 1966, DoD convened a study group to explore the possibilities of increased utilization of women in a Military capacity. At that point the strength of Military women started its climb upward.

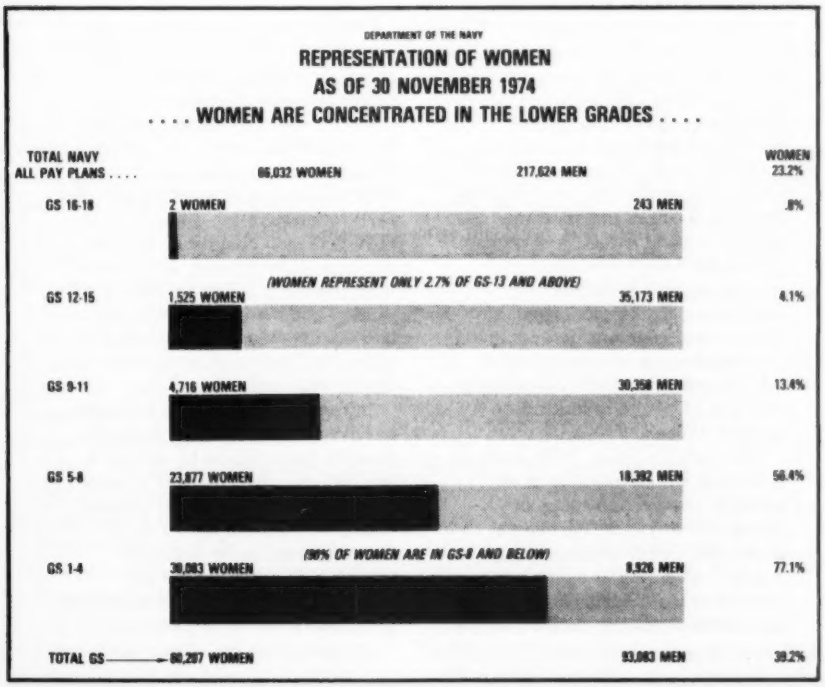
There are still unresolved issues concerning Military women, and DACOWITS members, individually and collectively, continue to be an important force in revolving them. Serving as civilian advisors to DoD and the Services, and as intermediaries between the Armed Forces and civilian communities, DACOWITS provides support for the overall mission and manpower requirements of a professional Military Force for the Nation's defense.

and executive search in filling high-grade vacancies.

- Progress in Upward Mobility Programs to move women into career fields commensurate with their ability and potential.
- Establishment of formalized career counseling services which will provide assistance and guidance to all employees in order to identify and further their individual career plans.
- Recognition of the significant accomplishments of women to the overall mission of the Department of the Navy.
- The establishment and selection of sufficient full-time Federal Women's Program Coordinators to administer the Federal Women's Program, both at the headquarters and activity levels, in accordance with Department of the Navy Civilian Manpower Management instructions.

At the end of the year, both headquarters and field activities will be requested to submit a report on their accomplishments in the above areas.

"If we are to achieve the Department of the Navy's goal of a fully integrated workforce at all levels and in all occupations, a great deal remains to be done," says Navy's FWPC Marge Cummings, "but we believe we are heading in the right direction."



ARMY'S FEDERAL WOMEN'S PROGRAM

Within the Department of Army Federal Women's Program (DA/FWP), Federal Women's Program Coordinators (FWPCs) are assigned the function of advising the command and the equal employment opportunity (EEO) officer on matters affecting women. Coordinators work closely with equal employment opportunity officers, civilian personnel officers, EEO advisory committees, key management and supervisory officials, and outside organizations and groups concerned with equality of opportunity for women. Each Army installation appoints a full or part-time FWPC who has personal interest in the Federal Women's Program at that activity.

As of March 31, 1975, the Army's civilian workforce consisted of 311,440 employees. 104,698 of those employees or 33.6 per cent were women. 94,638 or 90.4 per cent of the Army's civilian women employees occupy class act positions. However, 65,991 or 69.7 per cent of these class act positions held by women are rated as GS-5 or lower positions; 26,621 or 27.8 per cent are rated as GS 6-11; and 2,026 or 2.2 per cent occupy GS 12-15 jobs. At this time the Army has no women in supergrade positions. These figures represent a small but significant improvement in the numbers and percentages of civilian women in the Army in almost every grade level. Much of the Army's past success is due to ever-increasing command support of the DA/FWP and the dedication, professionalism and hard work of the Army's FWPCs.

Concerned with the Army's rate of progress in achieving the objectives set forth in equal opportunity plans for affirmative action regarding the DA/FWP, the Department of the Army commissioned a study of the utilization of civilian women employees. That study produced more than 100 recommendations aimed at correcting workforce imbalances and assuring equity of opportunity for all personnel. The Secretary of the Army established a high level task force on April 21, 1975, to develop plans to implement those recommendations. The objectives of the task force closely parallel those of the DA/FWP and include the following action areas:

- Increasing the number of women in middle and upper grade levels;
- Increasing the participation of women in the decision making process;

- Establishing a system of assigned responsibility and accountability for affirmative action;
- Advising women of the available opportunities and the steps to pursue them;
- Development of standard referral and selection procedures; and
- Development of a comprehensive training package for use at the executive and managerial levels.

The Army realizes that maximum utilization of the skills, abilities and potential of the women who are members of its workforce is good management, good business and, therefore, in the best interest of the Army. Continued achievements are expected during 1975, International Women's Year, by Doris Thompson, the DA/FWPC who cities the task force as one visible sign of the Army's real support of the Federal Women's Program.

Ms. Mary Ellen Harvey, chairperson for the implementation of an Army study on the utilization of civilian women, shares a laugh with former Secretary of the Army Howard Callaway who established the high level task force in April of this year.

National Action Group Supports FWP

Federally Employed Women (FEW), Inc., one of over 160 women's action groups nationwide, works at all levels of the Federal government to improve the status of Federally employed women. A joint policy statement concerning the relationship between FEW and the Federal Women's Program (FWP) has been issued by FEW national President Janice Mendenhall and Civil Service Commission Director for the FWP Helene Markoff. The following extract from that policy statement explains the reciprocal support between this private organization and the government-wide program:

"Federally Employed Women is a private organization similar to the League of Women Voters or the National Association for the Advancement of Colored People, and is concerned with goals similar to those of the FWP. This organization has a specifically defined membership, a national governing board, and local chapters around the world. One joins FEW by paying dues. FEW members may use agency meeting rooms, post notices on bulletin boards and place announcements in agency newspapers if other non-agency groups such as unions or Toastmasters are allowed to do so. FWP coordinators and EEO officials may join FEW and hold local or national office.

"As a private group, FEW works as a pressure group, lobbying at all levels to improve the status of women employed by the Federal government. FEW seeks to support the FWP by acting as a watchdog, overseeing the amount of support and attention allotted to the FWP by both agency and activity level officials.

"The FWP supports the general purposes of FEW aimed at actions to eliminate sex discrimination in employment in the Federal sector."

DoD Deputy Assistant Secretary for Equal Opportunity, H. Minton Francis, recently commented on FEW's beneficial interaction with the FWP following establishment of an FEW Pentagon chapter in April of this year. FEW chapters at the local level provide a forum for interested women and men to exchange ideas and discuss means of supporting a viable FWP within their specific agency or installation.

Information on starting a chapter of FEW may be obtained from the national organization by writing to the Vice President for FEW Chapter Organization, 3616 N. 21st Avenue, Arlington, Virginia, 22207, or by directing inquiries to Federally Employed Women, Inc., 1249 National Press Building, Washington, D.C., 20045.

FWP's New Book ...

MAKING the SYSTEM RESPOND

"How-to" books roll off the presses at umpteen thousand per year, each promising success in X number of easy steps—"simply follow the directions." Now at the printer, the latest such publication from DoD, entitled *A How-To Manual for Federal Women's Program Coordinators,* follows a different course. It makes no promises discusses approaches rather than giving directions, and declares at the outset that the steps probably won't be easy.

Written by Ms. Constance Downey, DoD's executive Federal Women's Program Coordinator (FWPC), and Ms. Helen Ball, an Air Force FWPC from Randolph Air Force Base, Texas, the book is aimed at helping FWPCs start or expand within their agencies the Federal program designed to help Federal civilian women employees help themselves. Combining Civil Service Commission guidelines with the collective experience of FWPCs across the country, the manual points out that the Federal Women's Program "has to be what it needs to be, wherever it's needed." Thus, it is up to women themselves to determine their local FWP goals and priorities for enhancing, expanding and equalizing employment opportunities. And the local FWP coordinator is the designated pulse-taker for what the women's needs are in her agency or installation.

Before launching into the "how-to" aspects of making the program effective, Ms. Downey realistically defines what the FWP and FWPCs can and cannot expect to achieve:

"The FWP is as strong as you care to make it, but there are always limits. It cannot force management to hire a woman instead of a man . . . it cannot assure that the one candidate for a training seminar will be a woman . . . it cannot insist that women be given priority over any other group of employees. That would be reverse discrimination and you don't want that. What you do want is an equal opportunity to compete for jobs and promotions, an elimination of double standards for performance, experience and education; in short, equity from the system. That's something the FWP can get involved in."

Preliminaries aside, the coordinator's first job, says Ms. Downey, is to establish good communications—up and down the chain of command. Whatever the mode of communicating—a number of avenues are discussed—make the program known to those who can help and those who will be helped: "As soon as you're comfortable in your role as FWP coordinator, and totally conversant with what the FWP really is apt to be in your area, start briefing everyone in sight. The nature of your organization and the mission of your agency will dictate who you should get to, but once that's decided . . . charge!"

Enthusiasm, however, goes just so far. "You *must* have a comprehensive data base to plan your program," emphasize the writers. And that means statistics—statistics on who works in the agency, their grades, minority group designation, sex, etc. Where to get these statistics (equal opportunity, civilian personnel and training offices, employee questionnaires, etc.) and how to interpret them ("It's your way of telling not only where women are, but where they aren't") constitute the "how-to" heart of the book as well as the basis for action.

Final sections of the book discuss the importance of documenting achievements, the value of publicity, and precautions about becoming emotionally involved with individual complaints and complainants. ("Your appointment as a FWPC makes you a program manager, not a social worker. It won't help her, it won't help you, it won't help the credibility of the program.")

A "Tools of the Trade" bibliography lists legal references, Civil Service Commission guidelines, relevant publications and films, and organizations and government bureaus which can provide resource materials.

Although written for FWPCs, this how-to manual also offers valuable insights for commanders; the Federal Women's Program is designed to assist management in complying with the public law and government-wide regulations which ban discrimination. The introduction to the book concludes, "Good Luck . . . God Speed . . . Get with it!" That final imperative perhaps says it all for coordinators and commanders alike. As this publication emphatically points out, "The time for rhetoric is past; the time for action is now."

Defense Secretary Endorses IWY Objectives

Secretary of Defense James R. Schlesinger has endorsed three objectives for the Defense Department's observance of International Women's Year (IWY) 1975:

1. To continue striving to provide men and women alike an equal opportunity for patriotic service in the all-volunteer military forces of the United States, and in the civilian rolls of the Department of Defense.

2. To encourage recognition of the concept that the common defense is a common and equal responsibility of all citizens, and through innovative and aggressive initiatives, encourage the active role of women in the mission of the Department of Defense.

3. To acknowledge and emphasize the sacrifices of women in building the American Nation, and in particular, recognize the accomplishments of women in the Department of Defense, both military and civilian.

Initiated by the United Nations Commission on the Status of Women, IWY 1975 was approved by the United Nations General Assembly in 1972. The worldwide goals established by the U.N. are: to promote equality between men and women; to integrate women into the total social and economic development efforts of nations; and to recognize women's increasing contribution to the strengthening of world peace. These goals are summed up in the IWY 1975 theme, "Equality, Development, Peace."

Presidential Proclamation 4262 in January 1974 established IWY 1975 observance in the United States. Subsequently, President Ford signed Executive Order 11832 in January of this year creating the National Commission on the Observance of International Women's Year. The commission will take as its action agenda the relevant parts of the IWY resolution adopted by the United Nations General Assembly.

Within the Department of Defense, Secretary Schlesinger has established an IWY committee cochaired by Ms. Georgiana Sheldon, Deputy Director, Defense Civil Preparedness Agency, and Maj. Gen. Winant Sidle, USA, Deputy Assistant Secretary of Defense (Public Affairs). The 14 members of this committee, including the directors of women in the Services, the director of the DoD Federal Women's Program, and representatives from the Joint Chiefs of Staff and OSD, have developed guidelines for support of IWY throughout DoD and the Services.

Ms Sheldon

MG Sidle

Information packets with background materials and suggested projects have been distributed to public affairs and information offices in the Military Departments and to DoD Federal Women's Program Coordinators throughout the country. Special IWY activities in DoD are being highlighted in July which, according to the national IWY calendar, is the month designated for recognizing the achievements of women in government employment and the Defense Services.

In signing DoD's International Women's Year objectives, Secretary Schlesinger stated that "participation in International Women's Year by each of the Military Services, as well as appropriate offices of the Secretary of Defense and the Organization of the Joint Chiefs of Staff [should] be apparent through active support" of the Department's IWY committee.

Secretary Schlesinger's mandate for "active support" of of IWY underscores President Ford's words at White House ceremonies establishing the national IWY commission when the President declared, "International Women's Year is not just for women. It is for all people dedicated to seeing that the highest potential of each human being is fully achieved." Moreover, the DoD directive that activities in support of IWY "be apparent" reiterates the message of a United Nations communique pointing out the significance of the IWY resolution: "International Women's Year should be more than mere celebration and should lead to action in favor of real equality."

Information on IWY activities in DoD and the Services or the planning of IWY activities in support of DoD objectives may be obtained from Lt. Linda Buckley, USAF, Staff Assistant to the Chairpersons, Defense Committee for International Women's Year, Room 3E-330 Pentagon, Washington, D.C. 20301; Autovon: 227-1334.

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